GUIDEBOOK TO THE IMPLEMENTATION

OF A QUALITY MANAGEMENT STRATEGY

Podgorica, November 2017.

I. ABBREVIATIONS

EU – European Union

EUROSTAT – European Statistical Office

TQM – Total quality management

ESMS - EURO SDMX Metadata Structure

ESQRS - ESS Standard for Quality Reports Structure

GSBPM - Generic Statistical Business Process Model

PIFC - Public Internal Financial Control

FMC - Financial management and control

IST – Integrated data processing system

II.   INTRODUCTION

The Quality Management Strategy of the Statistical Office, which was adopted in 2017, is the most significant document for determining the essential elements of the quality management system, which rely on the European Statistics Code of Practice.

A Guidebook to the Implementation of a Quality Strategy within the Statistical Office (hereinafter referred to as Guidebook) provides employees practical suggestions for the implementation of the "*Quality Management Strategy*" and "*TQM Model Implementation Plan within the Statistical Office* ". The Guidebook focuses on providing functional information for the implementation of quality management goals within the Statistical Office. The defined quality management goals of the Statistical Office are elements of the TQM model and they are illustrated in Table 1

Table1. Quality management goals of the Statistical Office

	Quality management goals of the Statistical Office	Elements of the TQM model
A.	A firm commitment to users and other interested parties	User orientation
B.	Quality statistical processes and products	Process-Orientation
C.	Professional orientation of employees	Development and participation of employees
D.	Constant promotions of the quality of the statistical product	Constant promotions
E.	Reducing the utilisation of reporting units	

Quality management, in general terms, includes the quality of the management of the statistical system and the production process, and in the narrow sense it guarantees the quality of the statistical result. Compliance of production processes throughout the institution form the ground for increasing productivity and for the permanent promotion of the quality of the statistical result itself. The Quality Management System of the Statistical Office relies on the European Statistics Code of Practice and the principles of Total Quality Management (TQM), which symbolize a common framework for the quality of the European Statistical System.

By introducing a quality management system, the Statistical Office will enhance the quality of statistical processes, final results and user satisfaction. Activities concerning permanent

enhancement within a coherent and regulated system will lead to better efficiency of the production process and increase the quality of the statistical results themselves.

A.   A FIRM COMMITMENT TO USERS AND OTHER INTERESTED PARTIES

ACTIVITIES defined by the Quality Management Strategy of the Statistical Office for accomplishing goal A: *A firm commitment to users and other interested parties:*

Activity 1. Intensify communication with data users in order to meet users' needs;
Activity 2. Increased availability of statistical results to users via the Internet;
Activity 3. Establish a national quality reporting system to users;
Activity 3. Improve the system of confidentiality and protection of

Guidelines for the implementation of the goal A: *A firm commitment to users and other interested parties*

GOAL A:	A firm commitment to users and other interested parties
Activity A.1.	**Intensify communication with data users in order to meet users' needs.**
Indicator A.1.1	*A User Satisfaction Survey* was performed in 2017 (two-year research). For the purposes of the performance of the User Satisfaction Survey, a *Questionnaire for User Satisfaction Survey* and research will be created.
Explanation	The Statistical Office has been conducting on-line User Satisfaction Survey Since 2011. It consists of 9 questions and it is arbitrary for every user. This survey represents a good ground for improving the new User Satisfaction Survey, which will focus on a group of regular users of statistical results. Permanent implementation of the User Satisfaction Survey (every 2 years) will provide a better insight into their statistical data needs and thus meliorate the system of official statistics. The result of this joint effort is to form a positive image of the Statistical Office to the public.
Competence	➢ Department for Quality Management and Methodology Development;

	➢ Department for Dissemination and Management of Statistical Databases; ➢ Department for National Coordination of Statistical Data Sources.
Activity A.2:	**Increased availability of statistical results to users via the Internet**
Indicator A.2.1	The new official website of the Institute of Statistics and content and technical integration of web site with social media.
Explanataion	In practice, the Internet has become the essential channel for disseminating statistical results because it meets the general needs of users of statistical data. It provides easy accessibility and flexibility to create their own way of presenting statistics. The expectations of users of statistical data in terms of visual representation of statistics, as well as technologies used, have increased, especially due to the intensive use of social media and mobile devices. The new official website should provide the user: • dynamic presentation of statistical data and use of tools for data visualization and extraction; • adjusting the design of the official website for display on mobile devices; • content and technical integration of web site with social media; In order to reach this, it is necessary to make a transition to a modern platform with advanced capabilities, perform an audit, update, and restructure the content on the official website. Also, using the new official website, enable the conversion of visits by providing the contact information of site visitors. Regularly carry out analysis of visitors to the site to get information on the number of visitors to the site, the time they spend on the site and the number of the visited page. The results of these analyzes will be used to increase the number of visitors and a better insight into their users' needs for statistical results.
Competence	➢ Department for Quality Management and Methodology Development; ➢ Department for Dissemination and Management of Statistical Databases; ➢ Department for technical support to a statistical product.
ActivityA.3:	**Establish a national quality reporting system to users.**
Indicator A.3.1	Systemic increase in the number of *National Quality Reports to Users* for the period 2018-2020. For the purposes of this indicator's implementation, it

	is essential to develop the "*National Quality Report to Users*" and the instructions for filling in the "*National Quality Report to Users*". The Working Group for Quality is in charge concerning the implementation of this indicator, and they are obliged to implement five trial *National Quality Reports* to users by the end of 2017.
Explanataion	The user has the right to be informed about the quality of the statistical product. Quality reporting to users is defined by basic quality principles. For this purpose, the Statistical Office has developed the first metadata model, and then expanded the model of the Quality Report to users. The establishment of a national reporting system represents the implementation of European standards to the national level. The implementation of the standards represents and will represent a permanent structured process for the national quality reporting and in particular a unified and unequivocal understanding of the given standards by all domain statistics.
Competence	➢ Department for Quality Management and Methodology Development; ➢ Working Group for Quality; ➢ Department for Dissemination and Management of Statistical Databases ➢ Department for National Coordination of Statistical Data Sources.
Activity A.4:	**Improve the system of confidentiality and protection of confidential data.**
Indicator A.4.1	Precise instructions and procedures on the confidentiality system and the protection of confidential data are defined. In order to implement this indicator, it is essential to define the *Procedure on the method of using individual statistical data, with no identifiers for scientific and research purposes, and the Instructions on regulating the methods of storing external memory with data from administrative sources at the Statistical Office*. The Department for National Coordination and the Department for Technical Support to the Statistical Product are in charge for the implementation of this indicator.
Explanation	Confidentiality of information of data providers is the most important element of any statistical system, and the Statistical Office takes this responsibility very seriously and faithfully. This is confirmed by the recently signed document "*A Statement of Commitment to Strengthening the Trust of Government's High Representatives in Official Statistics*" (Commitment of Confidence), where the Statistical Office has increased the credibility and confidence within the official statistics of Montenegro.

	Within the Statistical Office, for confidentiality and data protection, for the needs of official statistics, there is comprehensive legislation in order to provide a framework for the functioning of the security system. Pursuant to the Law on Official Statistics and the Official Statistics System, *the Rulebook on the Preservation of Statistical Data* ("Official Gazette of Montenegro" No. 47/12 of 7 September 2012) was adopted, and it regulates the manner, time, technical conditions and organization storing statistical data, in order to prevent their destruction, alienation and unauthorized use. By adopting two new procedures: ➢ *Procedures on how to use the individual statistical data, with no identifiers, for scientific research purposes and* ➢ *Instructions on regulating the method of storing external memory with data from administrative sources* within the Statistical Office, will be defined how to use individual data without identifiers, their protection and storage.
Competence	➢ Department for Quality Management and Methodology Development; ➢ Department for Dissemination and Management of Statistical Databases ➢ Department for National Coordination of Statistical Data Sources; ➢ Department for technical support to a statistical product.

B.   QUALITY STATISTICAL PROCESSES AND PRODUCTS

ACTIVITIES defined by the Quality Management Strategy of the Statistical Office for accomplishing goal B: *Quality statistical processes and products*

Aktivnost 1. Definisati projektni zadatak, za uvođenje GSMPM modela, u

Zavodu za

statistiku;

Aktivnost 2.   Formirati tim za uvođenje GSMPM modela, u Zavodu za

statistiku;

Aktivnost 3. Uspostavljanje i implementacija Politike revizije;

Guidelines for the implementation of the goal B: *Quality statistical processes and products*

Goal B:	Quality statistical processes and products
Activity B.1.	**Define the project task and form a team for the introduction of the GSMPM model within the Statistical Office;**
Indicator B.1.1	➢ Project task on the implementation of GSBPM model; ➢ Form a team for the introduction of the GSMBM model within the Statistical Office;
Explanation	Introducing the quality in statistical production is a very complex process, which implies the integration of the statistical system of Montenegro. Integration, from this point of view, implies implementation of the same quality model in all statistical production processes, GSBPM models. Generic Statistical Business Model - GSBPM is a model that classifies and describes statistical processes in a coherent way. By implementing this model, processes may be compared and labeled within and between institutions (producers of official statistics), thus making better decisions concerning production processes and resource organization. It is intended for all statistical activities, which are performed during statistical production. It may be applied to all researches, independently from data sources (surveys, population censuses, administrative records, compilations and other combined data sources) for describing and assessment of the quality of statistical production. The GSBPM model is not designed as a strictly defined framework in which all steps must be applied in the same order but as a model that

	identifies the steps in statistical production as well as the interdependencies between them. The model, inter alia, includes the following: ➢ Quality Management - this process involves mechanisms for assessment and quality control. It recognizes the importance of assessment and feedback during statistical production; ➢ Metadata Management - metadata are prepared and processed within each phase, which demands a connection to the metadata system; ➢ Statistical Framework Management - includes the development of standards, methodologies, concepts and classifications that are implemented through statistical production; ➢ Management of a Statistical Programme (application) - involves the control and monitoring of defined requirements concerning the production of data, as well as the resulting changes in the use of different data sources through all statistical domains; ➢ Knowledge Management – represents repetition of statistical processes, mostly by maintaining process documentation; ➢ Data Management – includes the independence of statistical production, data security and data ownership; ➢ Management of Statistical Production Data - includes data and metadata management from all parts of the statistical business process and provides information about them; ➢ User Management – includes general marketing activities, cooperation with users. The model itself describes and defines the set of business processes that are needed to produce official statistics. It provides a standard framework and harmonized terminology for the purpose of modernizing statistical production. It is used to integrate data and metadata standards, provides guidance for process documentation, aligns statistical computing infrastructure, and provides a framework for assessing process quality and enhancements.
Competence	The implementation of this indicator is under the competence of: ➢ Department for Quality Management and Methodology Development and ➢ Managers of Organizational Units.
<u>**Activity B.2:**</u>	**Establishment of Audit Policy;**
Indicator B.2.1	➢ Audit Policy; ➢ Procedure on unplanned audits; ➢ Instructions for the preparation and publication of Release Calendar;
Explanation	**Audit Policy** establishes the general rules for audits of the published results of official statistics, the types of information to the users

	regarding possible causes of audits, categorization of audits and documentation, covering all aspects of audits. It is vital to emphasize that audits are conducted in the interests of the users, since the primary goal of statistics is to provide timely data, which are reliable to the extent permitted by available data sources. By adopting two new procedures:
	  ➢ *Procedure on unplanned audits;*
	  ➢ *Instructions for the preparation and publication of Release Calendar;*
	will be defined a manner of the implementation of Audit Policy.

Competence	The implementation of this indicator is under the competence of:
	  ➢ Working group for the preparation of "Audit Policy";
	  ➢ Department for National Coordination of Statistical Data Sources;
	  ➢ Department for Dissemination and Management of Statistical Databases;
	  ➢ Department for Quality Management and Methodology Development.

Activity B.3:	**To develop implementation of IST within the Statistical Office;**
Indicator B.3.1	➢ Developed and implemented IST for all statistical researches;
Explanation	**Integrated data processing system – *IST*** is a .net application and a simple database metadata. These two evenly significant components deal with a large number of different databases that contain individual and aggregated data. The IST.net application is an interpreter. It reads the IST metabase data, which is a description of each application, and generates and performs in real time every statistical phase of a project, from data entry to dissemination, in accordance with the read data. Since the IST has been developed on the ground of the GSBPM model, and each IST module represents one phase from the GSBPM model, the future activities of the statistical system will be connected to the implementation of the GSBPM model at the level of static research through IST.

Competence	The implementation of this indicator is under the competence of:
	  ➢ Department of Information and Communication Technologies;
	  ➢ Department for Quality Management and Methodology Development;
	  ➢ Managers of Departments and Organizational Units.

Activity B.4:	**Develop the internal control system and its further implementation;**

Indicator B.4.1	➢ FMC Rulebook;
	  ➢ Risk Management Strategy;
	  ➢ Risk Register;

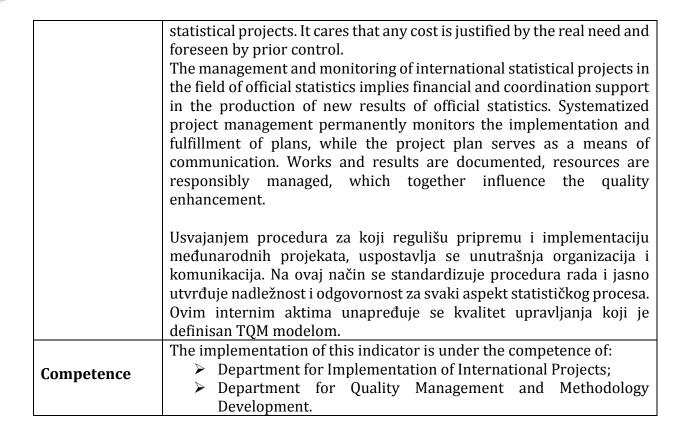|	
Explanation	The system of planning and control instruments in Montenegro is regulated by: Law on Internal Financial Controls in the Public Sector ("Official Gazette of Montenegro", no. Xxxxxx) which regulates the system of internal financial controls in the public sector of Montenegro, which includes the financial management and control and internal audit. The Law defines the methodology, standards and other issues of importance for the establishment, development and implementation of the system of internal financial controls in the public sector. Public Internal Financial Control – PIFC – is the term and the concept developed by the European Commission in order to facilitate understanding and implementation of well-developed and efficient system of internal control in the process of accession to the European Union. The goal of this concept is to ensure that public funds are well managed (both national and EU funds), as well as to control costs effectively and provide value for money to tax payers. It covers all internal control systems and procedures in public enterprises and helps in providing reasonable assurance that public funds are spent appropriately and to achieve value for money. Within the Statistical Office, a working team has been set up and it establishes the planning system and control instruments through the PIFC concept. The most significant principles of internal control are based on well-established organizational techniques and practices, which are derived from the way the management manages a certain activity, programme and project and are integrated into the management process. ***FMC[1] Rulebook on internal procedures and other documents*** presents a methodological guidebook to the financial management and control of the Statistical Office and it has been changed as needed to meet the characteristics, circumstances and requirements of the PIFC model. The Statistical Office develops its own internal rules and procedures and includes the FMC Rules of Internal Procedures. For the first time, *FMC Rules on Internal Procedures and Other Documents* "was published in November 2012, and the revised version of the document was prepared in March 2015. The goal of the audit is to indicate potential differences in the business process in order to achieve the goals defined by the strategic acts of the institution. ***Risk Management Strategy*** sets the framework for the introduction of risk management practices, as an essential element of good governance, which is of great importance for the Statistical Office. Risk management is defined as the process of identification, assessment,

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[1] eng. Financial management and control

	monitoring and control of possible circumstances, which may adversely affect the achievement of stated goals of the subject and taking the necessary measures to reduce the risk to the level of reasonable assurance that goals will be achieved. Risk management is not a linear process, but rather represents a set of interrelated elements between which there must be a balance to make risk management effective. ***Risk Register*** emerges from the Strategy as a list of goals, risks, with their probability of occurrence and impact, measures for their control and competent persons. The risk register is a process that does not end with the final product but it is required to carry out its continuous review and update, and coordinators are nominated at the level of organizational units for this purpose. The goal of establishing a system of planning and control within the Statistical Office is to meliorate the ability to accomplish strategic goals, mission and vision of the Statistical Office through adequately established the system of internal control or by creating an environment, which contributes to increasing the quality and results of all activities, at all levels.
Competence	The implementation of this indicator is under the competence of: ➢ Department for Quality Management and Methodology Development; ➢ Department for National Coordination of Statistical Data Sources; ➢ Working group for the establishment of the FMC Rulebook on internal procedures and other documents; ➢ Working group for the establishment of the Risk Registers at the level of the Statistical Office.
Activity B.4:	**Develop a project management system:**
Indicator B.4.1	➢ Procedure for business trips within the GRANT programme; ➢ Guidelines for the preparation and implementation of the GRANT programme; ➢ Guidelines for financial business within the GRANT programme; ➢ Guidelines for public procurement within the GRANT programme.
Explanation	As an important basis for effective implementation of international statistical projects was formed a special department as well as a team within the Statistical Office. The department performs tasks related to: preparation, implementation, management and monitoring of international statistical projects within the Statistical Office. It coordinates the projects in the framework of the system of official statistics; it organizes the preparation and updating of the database from the scope of the department, as well as maintaining and updating archives of financial and administrative documents of international

	statistical projects. It cares that any cost is justified by the real need and foreseen by prior control. The management and monitoring of international statistical projects in the field of official statistics implies financial and coordination support in the production of new results of official statistics. Systematized project management permanently monitors the implementation and fulfillment of plans, while the project plan serves as a means of communication. Works and results are documented, resources are responsibly managed, which together influence the quality enhancement. Usvajanjem procedura za koji regulišu pripremu i implementaciju međunarodnih projekata, uspostavlja se unutrašnja organizacija i komunikacija. Na ovaj način se standardizuje procedura rada i jasno utvrđuje nadležnost i odgovornost za svaki aspekt statističkog procesa. Ovim internim aktima unapređuje se kvalitet upravljanja koji je definisan TQM modelom.

Competence	The implementation of this indicator is under the competence of:
	  ➢ Department for Implementation of International Projects;
	  ➢ Department for Quality Management and Methodology Development.

C.   PROFESSIONAL ORIENTATION OF EMPLOYEES

ACTIVITIES defined by the Quality Management Strategy of the Statistical Office for accomplishing goal C: *Professional orientation of employees*

Aktivnost 1. Definisati Program obuke na nacionalnom i međunarodnom
   nivou i
obezbijediti prisustvo zaposlenih;

Aktivnost 2. Istraživanje o zadovoljstvu zaposlenih;

Aktivnost 3. Razviti sistem interne komunikacije na svim nivoima;

Aktivnost 4. Intenzivirati saradnju sa univerzitetima i širom naučno-

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Guidelines for the implementation of the goal C: *Professional orientation of employees*

GOAL C:	Professional orientation of employees
Activity C.1.	**Define the training programme at the national and international level and ensure the presence of employees;**
Indicator C.1.1	➢ Calendar of trainings including national and international trainings and courses in the field of official statistics; ➢ Regular presence of the staff of the Statistical Office on trainings within the ESS and other statistical organizations and institutions in the field of professional statistics.
Explanation	Training and teaching of employees in official statistics are crucial for the development of the statistical system, since employees thus learn and develop their competencies in order to successfully produce the results of official statistics. Training in all fields of statistics is a necessary tool for further development and enhancement. Harmonization, knowledge and information concerning new statistical methods and software are particularly important for the production of quality results of official statistics. Participating in seminars, working sessions, working groups and other trainings within the ESS enables participants to get acquainted with the actual legal framework, problems and solutions for its implementation, as well as the inputs for the development of new legislation. Participants have the opportunity to express their opinions regarding drafting new EU regulations, provide further and more firm integration into the ESS, monitor developments in different fields of statistics,

	acquire expertise, and participate in the preparation of new research and the elaboration of new statistics. Employees attend the European Statistical Education Programme, so-called ESTP courses and courses organized by the Human Resources Administration of Montenegro. In addition, from the scope of their business, employees participate in international and national professional work sessions and conferences. Apprenticeship in EUROSTAT or the National Statistical Institute of the Member States is a form of training in which officials have the opportunity to thoroughly study the European Statistical System and to obtain a comprehensive insight into the functioning of the entire statistical system and the definitions of different statistical fields. Apprenticeships usually last three to five months. Taking into consideration the needs of employees for training, it is necessary to create a training programme at the national and international level in the field of official statistics.
Competence	The implementation of this indicator is under the competence of: ➢ Department of General, Human Resources and Finance; ➢ Department for Implementation of International Projects; ➢ Department for International Cooperation and European Integration.
Activity C.2:	**Employee Satisfaction Survey;**
Indicator C.2.1	➢ Preparation of the Employee Satisfaction Survey; ➢ Employee Satisfaction Survey
Explanation	The human factor is the most important resource in the Statistical Office and the importance of employee satisfaction is one of the crucial elements of the Institute's success. Therefore, in order to motivate and satisfy employees, it is necessary to monitor the level of satisfaction of employees permanently and to conduct the *Employee Satisfaction Survey* every second year. The implementation of this survey will be under the competence of *Department for Dissemination and Management of Statistical Databases*, which will, in cooperation with the management, define the Questionnaire for its implementation. The Statistical Office recognizes the importance of employees' satisfaction and in the past period it organized a multi-day seminar "Team Building", whose goal was to build and meliorate teams through social activities and develop a positive competitive spirit. This seminar promotes positive values for work, which directly affects harmonious relationships, awareness of the importance of good collegial

	relationships is expanded, and employees are motivated by a positive team culture, which is aimed at greater employee commitment to the company.
Competence	The implementation of this indicator is under the competence of: ➢ Department for Dissemination and Management of Statistical Databases ➢ Department for Quality Management and Methodology Development
Activity C.3:	**Develop an internal communication system at all levels;**
Indicator C.3.1	➢ Rules of Procedure of the Inner Board of the Statistical Office; ➢ Rules of Procedure of Professional Board of the Statistical Office.
Explanation	Communication is one of the most significant and crucial functions of the Statistical Office. Business relationships are not possible without communication, so good communication is an integral part of human relationships and successful business. Within the Statistical Office, communication has been established by the Rules of Procedure, which regulate the organization and method of work and other issues important for the work of the Statistical Office: ➢ Rules of Procedure of the Inner Board of the Statistical Office (no. 01-3465 of November 6, 2014); ➢ Rules of Procedure of Professional Board of the Statistical Office (no. 01-3462 of November 6, 2014).
Competence	Monitoring of this indicator is under the competence of: ➢ Department for Quality Management and Methodology Development.
Activity C.4:	**Intensify cooperation with universities and throughout the scientific and research community in order to educate employees on study programmes in the field of official statistics.**
Indicator C.4.1	➢ Participation of employees in the "Research Day" -event held at the UDG on April 4 (International Student Day) ➢ Participation of employees in the EMOS postgraduate study programme, intended for the development of statisticians by profession.
Explanation	The Statistical Office has defined the strengthening and further education of employees in the field of official statistics as a strategic goal of development of official statistics for the next period, which was adopted by the Government of Montenegro through two strategic documents (Official Statistics Programme 2014-2018 and Official Development Strategy Statistics 2014-2018). In this sense, the implementation of the EMOS postgraduate study programme significantly contributes to the implementation of the strategic goal of

	the Statistical Office and the progress of administrative capacities in accordance with the requirements of EUROSTAT. In cooperation with universities and the wider scientific-research community, Days of Statistics, Research Day and School of Statistics have been regularly organized. Also, the Statistical Office finances interested employees, with the goal of further training in master and doctoral studies in the field of official statistics. The Statistical Office has formalized the cooperation with the two Universities (University of Donja Gorica and the University of Montenegro) with the goal of exchanging data and educating students regarding the official statistics of Montenegro.

D.   CONSTANT PROMOTIONS OF THE QUALITY OF THE STATISTICAL PRODUCT

ACTIVITIES defined by the Quality Management Strategy of the Statistical Office for accomplishing goal D: *Constant promotions of the quality of the statistical product*

Aktivnost 1. Uspostaviti "BAZU KVALITETA", kroz unaprijeđenje strukture metapodataka koja će sadržati sve potrebne elemente za izradu nacionalnih Izvještaja o kvalitetu za proizvošače i korisnike; **Aktivnost 2.** Razviti instrumente i sistem obuka za izradu nacionalnog *Izvještaja o kvalitetu za korisnike i proizvođače*; **Aktivnost 3.** Unaprjeđenje kvalteta zvanične statistike kroz definisane

Guidelines for the implementation of the goal D: *Constant promotions of the quality of the statistical product*

GOAL D:	Constant promotions of the quality of the statistical product
Activity D.1.	**Establish a "QUALITY BASIS" by meliorating the structure of reference metadata, which will contain all the essential elements for the development of national Quality Reports for producers and users.**
Indicator D.1.1	➢ Established a "QUALITY BASE" through an improved metadata system; ➢ Expand the existing ESMS structure of reference metadata into an EQRS structure. The same will be the main input for the

	"QUALITY BASE" that will contain the necessary elements for the preparation of the Quality Report.
Explanation	The model of metadata-quality database reporting has been available to users since 2011. This metabase model has been developed in accordance with the EURO SDMX Metadata Structure (ESMS) standard. The metadata database consisted of reference metadata that complies with international metadata standards, and it describes and defines the content of statistical data. They consisted of 21 metadata modules. This model was used only for researches carried out within the Statistical Office.
	The change of relevant EU regulations in the field of quality reporting has caused the extension of ESMS structure of reference metadata with EQRS structure and they together form SIMS v2.0 structure. An additional extension of data from the Annual Plan and Calendar is a "quality database", which contains all the necessary elements for the development of national Quality Report for users. Besides, the QUALITY BASE content will be the input for the Quality Report for producers and will be available to authorized persons. The most important purpose of this report is to enhance the work process.
	The improvement of the QUALITY BASE is a complex process and will be developed in accordance with the available resources.
Competence	The implementation of this indicator is under the competence of: ➢ Department for Quality Management and Methodology Development; ➢ Department for National Coordination of Statistical Data Sources; ➢ Department of Information and Communication Technology; ➢ Managers of Organizatinal Units.
<u>**Activity D.2:**</u>	**Develop instruments and training system for the development of a national quality report for users and producers:**
Indicator D.2.1	1. Instruments for the preparation of National Quality Reports for producers of official statistics; ➢ Template for the filling in National Quality Reports for producers of official statistics; ➢ Explanation notes for the filling in National Quality Reports for producers of official statistics; 2. Instruments for the preparation of National Quality Reports for users; ➢ Template for the filling in National Quality Reports for users; ➢ Explanation notes for the filling in National Quality Reports for users; 3. Employee Rulebook for the preparation of the Quality Report;

	4. Professional staff has been trained to prepare the Quality Report (training of statisticians according to the relevant explanation notes).
Explanation	The basis for the development of the National Quality Report for users and producers is the basis of quality. The structure of the Quality Report for Users represents ESMS structure, and regarding the Quality Reports for producers it is ESQRS. Both structures need to be adapted to national conditions. Development of the Quality Report is a complex process and it will be improved over time. The National Quality Report for users provides information concerning the quality of the statistical result. Quality Reports for producers are an instrument that serves to the producer of statistics to monitor the relevant set of quality indicators, over a specific period, and to identify fields that need to be improved in order to improve the quality of data. The next step is the preparation of instructions for both types of reports that will contain clear guidelines on how to develop a Quality Report for all statistical domains. Improvement of instructions is a continuous process which goal is to clarify definitions and concepts and examine implementation difficulties.
Competence	The implementation of this indicator is under the competence of: ➢ Department of Information and Communication Technology; ➢ Department for Quality Management and Methodology Development; ➢ Managers of Organizatinal Units.
Activity D.3:	**Improving the quality of official statistics through defined columns of metadata**
Indicator D.3.1	➢ Visibility of the metadata of producers of official statistics
Explanation	By establishing the GSBPM model and using the IST application (which is structured in accordance with the GSBPM model), the conditions for the quality reporting process will be completed. This implies the development of a metadata system database and the inclusion of other producers of official statistics within the process. The development process of the metadata database system is defined through three columns: Reference – regarding this column, it is necessary to fill in the reference metadata at the level of the statistical system. Statistical – by using statistical metadata, the Annual Plan of Official Statistics of Statistical Surveys, is generated and the Release Calendar of Statistical Data is providing all the necessary information regarding statistical surveys;

	Active – Metadata allow daily data production. By forming and using active metadata, we will create a database that will allow us to store in one place all information about all the data and applications we have. It is necessary to create conditions and build a database system for the metadata of the Statistical Office and other producers of official statistics.
Competence	The implementation of this indicator is under the competence of: ➢ Department of Information and Communication Technology; ➢ Department for Quality Management and Methodology Development; ➢ Department for National Coordination of Statistical Data Sources; ➢ Other producers of official statistics.

E.   REDUCING THE UTILISATION OF REPORTING UNITS

ACTIVITIES defined by the Quality Management Strategy of the Statistical Office for accomplishing goal E: *Reducing the utilisation of reporting units*

Activity 1. Increase the use of data from administrative sources in the production of official statistics;

Activity 2. The introduction of new methods and ways into the data collection process;

Guidelines for the implementation of the goal E: *Reducing the utilisation of reporting units*

GOAL E:	Reducing the utilisation of reporting units
Activity E.1.	**Increase the use of data from administrative sources in the production of official statistics**
Indicator E.1.1	➢ Increased number of statistical surveys using the administrative data source.
Explanation	The Statistical Office recognizes, as one of the most significant components of development, the foundation of new and harmonization of existing administrative sources with EU standards and methodologies. This is one of the strategic goals of the Statistical Office

	defined by the Strategy on the Development of Official Statistics 2014-2018 which states "*Greater use of administrative sources in order to reduce costs and reduce the utilisation of reporting units*", therefore the Statistical Office is commited to fulfil this goal, which is a work priority. Commitment to this activity requires the formation of the necessary elements for the implementation of this component. For this purpose, the Department for National Coordination of Statistical Data Sources has been established, which, in order to fulfill the mentioned activities, has established cooperation with the holders of administrative data. By collecting data from administrative sources, the utilisation burden of business entities and households will be reduced. Cooperation with holders of administrative sources has been achieved (18 signed agreements). In order to prescribe more detailed rules for the use of administrative data sources for official statistics purposes, the "*Procedure on the Use of Administrative Data Sources for the Need of Official Statistics*" was adopted. In the future, commitment to this goal will be intensified due to the formation of an institutional framework for the implementation of the register Census.
Competence	The implementation of this indicator is under the competence of: ➢ Department for National Coordination of Statistical Data Sources
<u>**Activity E.2:**</u>	**Introduction of new ways and method in the process of data collection.**
Indicator E.2.1	➢ Introduction of new ways and methods in the process of data collection; ➢ Increased number of statistical surveys using the electronic data collection system;
Explanation	Statistical Office is developing a new electronic system of data collection for the surveys which are sent to reporting units – business entities of Montenegro. The use of electronic questionnaires enables reporting units quick and easy submission of the data they are requested. Electronic questionnaires are an integral part of improving the system of data collection of official statistics, using the CAWI method (data collection via the Internet). Currently, electronic questionnaires for researches in the field of statistics on Internal Trade, Tourism and Catering and Energy are being implemented.

	The introduction of modern IT solutions at all stages of the statistical process is one of the priorities of the Statistical Office, and for this purpose the Statistical Office developed the Integrated Data Processing System - IST. At a time of rapid information advancement, as well as conditions of globalization, this is a necessity in order to increase the speed and quality of data collection, use the new available data sources and follow a new vision of the development of the official Big Data statistics. The Statistical Office has initiated an initiative to develop a new vision of official statistics, educate its employees during international trainings and trainings in this field.
Competence	The implementation of this indicator is under the competence of: ➢ Department of Information and Communication Technology ➢ Department of Data Collection and ➢ Managers of Organizational Units.
Activity E.3:	**Methodology for assessment of the utilisation of reporting units**
Indicator E.3.1	➢ Annual analysis on the utilisation of reporting units
Explanation	In order to reduce the utilisation of reporting units, it is necessary to define the Methodology for assessment of the utilisation of reporting units on an annual basis. During the preparation of the methodology, knowledge from statistical theory and practice will be used, with the help of modern IT tools, so that the utilisation of reporting units is distributed as much as possible among the population being examined through adequate sampling techniques. The results obtained on the basis of the defined methodology will be used in the preparation of an analysis of the utilisation of reporting units on an annual basis, based on which the utilisation will be monitored and goals set for their reduction over time.
Competence	The implementation of this indicator is under the competence of: ➢ Statistical Sample Department; ➢ Department of Statistical Registers and Classifications; ➢ Department for Quality Management and Methodology Development; ➢ Managers of Organizational Units.